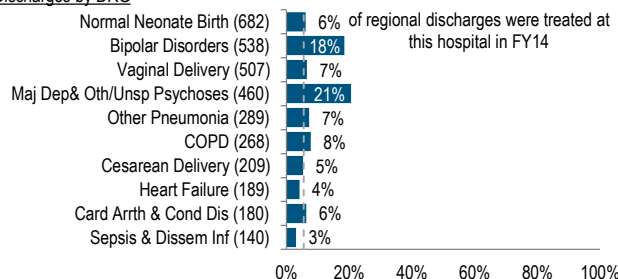


Anna Jaques Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. It has been clinically affiliated with Beth Israel Deaconess Medical Center since 2010. From FY10 to FY14, inpatient discharges decreased 2.7% at the hospital, compared to a median decrease of 9.5% in its peer cohort. Anna Jaques was profitable four of the five years between FY10 and FY14, with a 0.8% total margin in FY14. Its operating margin was similar to the median of its peer cohort each year.

At a Glance	<b>Overview / Size</b>	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	140, mid-size acute hospital
	% Occupancy:	64.2%, > cohort avg. (61%)
	Special Public Funding:	CHART <sup>a</sup> , ICB <sup>b</sup>
	Trauma Center Designation:	Adult: Level 3
	Case Mix Index:	0.75, < cohort avg. (0.81); < statewide (1.00)
	<b>Financial</b>	
	Adjusted <sup>c</sup> Cost per Discharge:	\$8,464
Services	Inpatient NPSR per CMAD:	\$8,285
	Change FY13-FY14:	-2.2%
	Inpatient:Outpatient Revenue in FY14:	34%:66%
	Outpatient Revenue in FY14:	\$61,571,040
	Change FY13-FY14:	2.7%
	Total Revenue in FY14:	\$112,819,358
	Total Surplus (Loss) in FY14:	\$874,080
	<b>Payer Mix</b>	
	Public Payer Mix:	59.1% (Non-DSH* Hospital)
	CY14 Commercial Payer Price Level:	13th Percentile
Quality	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.
	<b>Utilization</b>	
	Inpatient Discharges in FY14:	7,591
	Change FY13-FY14:	-0.6%
	Emergency Department Visits in FY14:	31,020
	Change FY13-FY14:	-1.9%
	Outpatient Visits in FY14:	56,566
	Change FY13-FY14:	2.3%
	<b>Quality</b>	
	Readmission Rate in FY13:	15.1%
	Change FY11-FY13 (percentage points):	-1.2%
	Early Elective Deliveries Rate (Jan 2014-Jun 2015):	0.0%

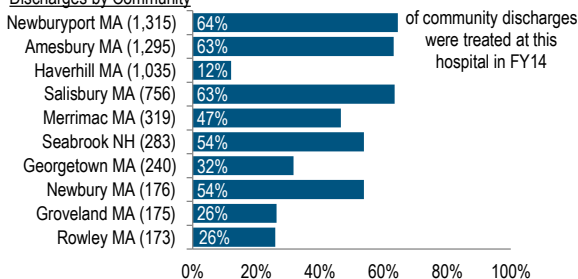
What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?

#### Discharges by DRG

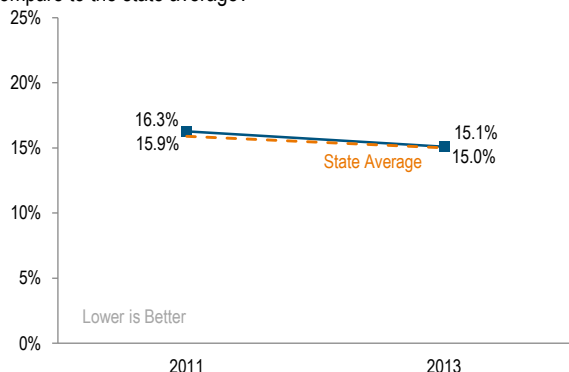


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

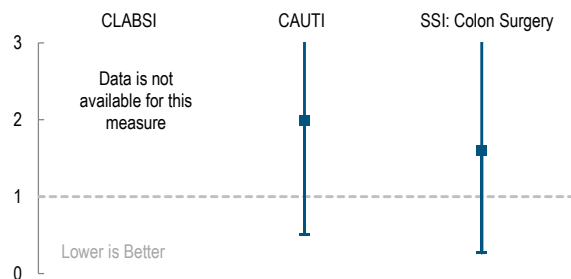
#### Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

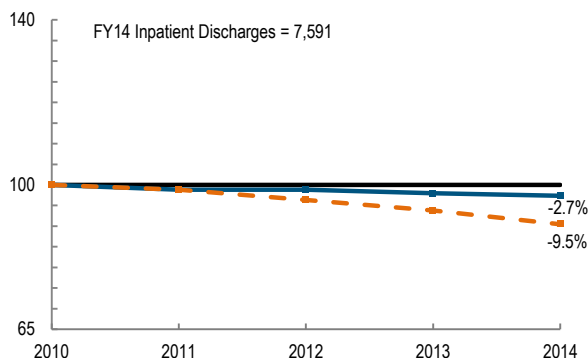


## 2014 HOSPITAL PROFILE: ANNA JQUES HOSPITAL

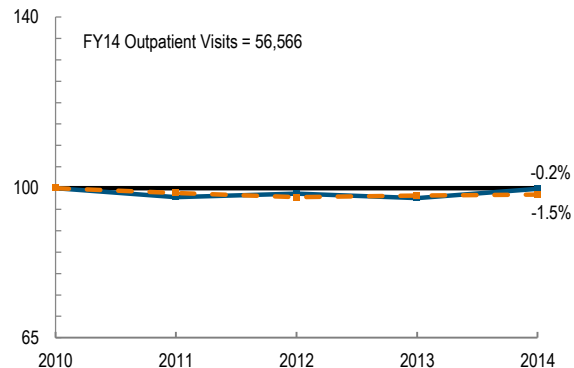
Cohort: Community Hospital

### Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

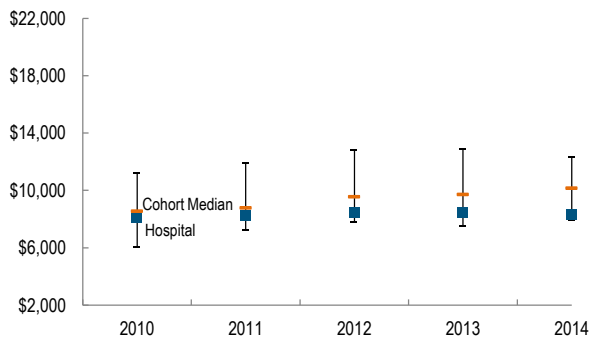


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

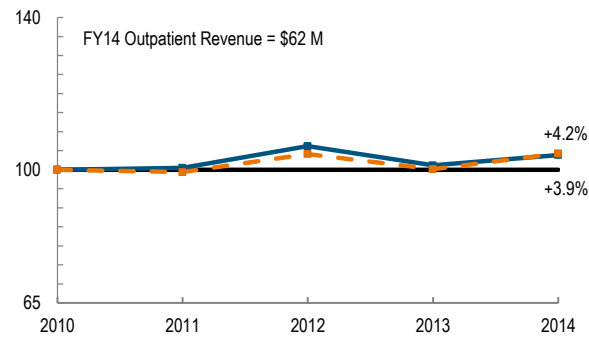


### Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)



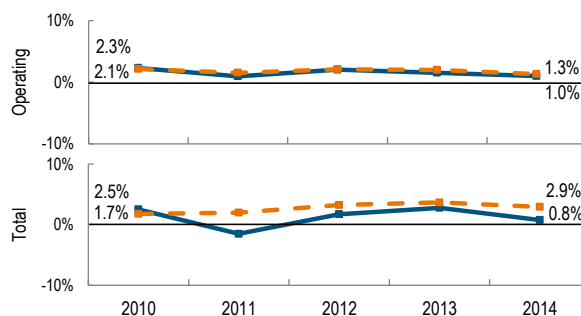
### Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

#### Revenue, Cost, & Profit/Loss (in millions)

FY	2010	2011	2012	2013	2014
Operating Revenue	\$ 110	\$ 109	\$ 115	\$ 112	\$ 113
Non-Operating Revenue	\$ 0	\$ (3)	\$ (0)	\$ 1	\$ (0)
Total Revenue	\$ 110	\$ 107	\$ 115	\$ 114	\$ 113
Total Costs	\$ 108	\$ 108	\$ 113	\$ 111	\$ 112
Total Profit (Loss)	\$ 2.8	\$ (1.6)	\$ 2.0	\$ 3.2	\$ 0.9

What were the hospital's total margin and operating margins between FY10 and FY14, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

<sup>g</sup> For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

<sup>a</sup> For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

\* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

<sup>†</sup> Costs were adjusted to exclude direct medical education costs and physician compensation.

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